



PUERTO RICAN LEGAL DEFENSE AND EDUCATION FUND, INC.  
BOARD OF DIRECTORS MEETING

OCTOBER 23, 1989

MINUTES

A meeting of the Board of Directors of the Puerto Rican Legal Defense and Education Fund was held at the Fund's offices.

**PRESENT:**

Luis Alvarez  
Mari Carmen Aponte  
William F. Callejo  
Ernest Collazo  
Ricardo Fernandez  
Miguel A. Garcia  
David R. Jones  
Alba J. Rovira-Paoli  
Rene Ramirez  
Isaura Santiago Santiago  
Sonia Sotomayor  
Salvador Tio  
Martin Zuckerman

**ABSENT:**

Ana Carbonell  
Fr. Joseph Fitzpatrick  
Angelo Giordani  
Amy Gladstein  
Andres Gomez-Vazquez  
Victor Marrero

**Staff**

Ruben Franco/President and General Counsel  
Lucy C. Rivera/Administrative Assistant

At approximately 12:20 p.m., a quorum having been established, Luis Alvarez called the meeting to order.

✓  
**I. APPROVAL OF MAY 12, 1989, MINUTES**

~~a)~~ William Callejo pointed out that at the bottom of page 2, the last two lines should be deleted since they are repeated at the top of the following page.

*corrected.*  
A motion was made, duly seconded and carried unanimously adopting the minutes.

Luis Alvarez indicated that minutes of the Executive Committee meeting of September 8, 1989, were supplied for informational purposes.

**II. COMMITTEE REPORTS**

**a) Nominations - Ernest Collazo**

1. Ernest presented the names of the proposed candidates for Board membership. There was a question as to whether only one of the proposed members was an attorney. Ernest answered in the affirmative but indicated that a majority of the members of the Board are attorneys. There was another question regarding the class assignments and the terms of the proposed members. It was pointed out that those assignments would be made by the chair.

The following individuals were unanimously elected as Board Members after a presentation was made on behalf of each:

Dr. Dorothy Buckton James, Provost and  
Dean of the Faculty, Connecticut College.

Dr. Grace Ibanez Friedman, Educational Testing  
Service, Research Fellow.

Jose Santos Reynoso, Assistant to the President,  
Berlitz International, Inc.

Benito Romano, Esq., partner, Willkie, Farr &  
Gallagher.

2. The committee recommended that the following Board members be re-elected to three-year terms, subject to their wanting to serve:

Miguel Garcia  
Fr. Joseph Fitzpatrick

They were re-elected unanimously.

3. The committee recommended that Ernest Collazo be re-elected retro-active to January, 1989.

He was re-elected unanimously.

b) Development - Miguel Garcia

Miguel gave highlights of Elizabeth Dickinson's accomplishments since being named Director Of Development and Public Relations. He also stated that we have major proposals pending before the IOLA Fund, for legal education and for community outreach; Chemical Bank, for general support; and, the Victoria Fund.

He indicated that he felt Elizabeth may be *a little* over-extended and perhaps should have another person working with her. Miguel also reported on the annual banquet, which is to take place this evening. He reported on the number of tables and tickets sold and that he expected that it would be a success.

*General Council member*  
Ernest Collazo thanked Miguel and indicated that Elizabeth Dickinson should also be thanked for her effort in ensuring a successful banquet.

Ruben added that the Victoria Fund proposal is for the monitoring of the settlement agreement recently reached in the Vargas case. *Details on this case were supplied in the litigation part of the packet.*

He also stated that we have a proposal pending with the New York Community Trust for a policy analyst position. Ruben further stated that our annual report is near completion. David Jones stated that perhaps we ought to apply political pressure on the New York Community Trust in light of their poor record of support for Latino organizations. Luis stated that he would call some of his contacts.

*re phone*

A question was raised about our Greater New York/United Way grant for the Director of Development and Public Relations position. Sonia wanted to know the duration of the grant.

Ruben stated that it is for one year and expires this October. Sonia said that it was her recollection that it was a multi year grant, but in any event, wanted to know if we had applied for re-newel.

Ruben stated that it was definitely a one year grant and that he was informed by the grantor at the time of funding, that it was non-renewable.

David Jones stated that this grantor had just given one million dollars to the ~~WJA~~ solely because ~~WJA had a deficit, and that this grantor also had a poor record of giving to our community organizations.~~ Luis stated that he would convene a meeting with the Greater New York/United Way in order to attempt to have the grant re-newed.

Salvador Tio stated that he had learned that IOLA had obtained substantial additional funds and that by next year they may reach 25 million dollars.

c) Finance - Martin Zuckerman

1) Audit: Ron Benjamin, our auditor, presented the draft of the auditor's report. He reviewed each section. He pointed out that we changed our method for reporting legal fees. Previously we reported legal fees when awarded by the court. Now, we are reporting legal fees when received. This change has necessitated the re-statement of fees reported in the 1987-88 auditor's report, ~~for one case in the amount of \$262,317.00. This has resulted in reducing an excess of support and revenue over expenses in 1988 from \$92,877.00 to a deficit of \$169,440.00. For the current period, we have an excess of \$189,540.00.~~ Mr. Benjamin stated that the organization is in good financial health.

It was requested that note 9 of the Auditor's Report be deleted. Mr. Benjamin agreed to do so. There was discussion of the Management Letter which contained only one point -- inadequate documentation for allocation of staff time. Ruben stated that this must have been the

result of lack of communication between our Fiscal Director and the accountant who did the auditing because our internal procedures include several sources for documenting staff time: time sheets, "whereabouts" sheets, and daily diaries.

Martin Zuckerman proposed that the Auditor's Report be adopted with the corrections agreed upon.

The report was unanimously adopted.

2) Proposed Revised Budget: Ruben reported that he was asked to prepare a revised budget at a time when we anticipated a deficit; since there was in fact no deficit, there would be no need for a revised budget.

**d) Education Committee - William Callejo**

Bill callejo reported that there are five members in his committee: himself, Ricardo Fernandez, Andres Gomez Vazquez, Fr. Joseph Fitzpatrick and Isaura Santiago. He hopes to expand the membership with the addition of one or two of the new board members. Bill distributed to each board member the proposed mission and goals of the ~~education committee~~ *statement*. There was extensive discussion about the proposed mission and goals. Each Board member, as well as the President and General Counsel was polled regarding his/her views.

It was ~~unanimously~~ agreed that we should pursue these new initiatives and that current programs in the Legal Education and Training Division be maintained so long as they continue to be useful and feasible. It was stated that additional funding and staff would be required for our Legal Education and Training Division in order to carry out the plan adopted by the Board. Bill indicated that the new mission may required a change or amendment to the by-laws. ~~He also mentioned the appointment of an advisory board and requested that members submit names.~~

Bill Callejo proposed that the Board adopted a resolution requesting that the President of the United States and the Attorney General suspend INS raids for undocumented persons, during the census period. After much discussion, it was decided that precedents for this action during previous federal administrations be researched. Also, that similar letters sent by other groups be obtained and circulated among Board members;

then that a proposed letter be circulated for Board approval.

e) Litigation Committee - Salvador Tio

*recovered*  
Salvador circulated to each member a letter that he wrote and addressed to Luis Alvarez which outlines the structure and mission of the litigation committee. Salvador indicated that he would present specific strategies during the April, 1990, Board Meeting. There was much discussion regarding issues raised by the mission statement. There was concern articulated regarding the inclusion of non-Board members as full participants in the committee. Salvador agreed that they would not be full voting members, but ~~advisors~~. He also stated that he thought it important that the President and General Counsel be part of the committee.

IV. President's Report

Submitted in writing

V. The Board went into executive session

**PUERTO RICAN LEGAL DEFENSE AND EDUCATION FUND, INC.**  
**BOARD OF DIRECTORS MEETING**  
**May 12, 1989**  
**MINUTES**

A meeting of the Board of Directors of the Puerto Rican Legal Defense and Education Fund was held at the Fund's offices.

**PRESENT:**

Luis Alvarez  
Ernest Collazo  
Martin Zuckerman  
Alba Rovira-Paoli  
Mari Carmen Aponte  
William Callejo  
Miguel Garcia  
Angelo Giordani  
Rene Ramirez  
Salvador Tio

**ABSENT:**

Sonia Sotomayor  
Fr. Joseph Fitzpatrick  
Anna Carbonnel  
Ricardo Fernandez  
Victor Marrero  
Isaura Santiago Santiago

**Staff**

Ruben Franco/President & General Counsel  
Lucy Rivera/Administrative Assistant  
Lydia Sanchez/Fiscal Officer

At approximately 4:45 p.m., a quorum having been established, Luis Alvarez called the meeting to order.

**I. APPROVAL OF JANUARY 11, 1989 MINUTES**

A motion was made, duly seconded and carried unanimously adopting the minutes with the following corrections:

a) Adding Ricardo Fernandez and Isaura Santiago to the list of absentees.

b) Omitting reference to Elizabeth Colon and substituting the following words: "there was a discussion of the possible candidacy of another individual."

William Callejo indicated that he never received a resume from Luis Alvarez regarding Victor Marrero.



## II. Committee Reports

### 1. Nominations

Luis Alvarez presented the slate proposed by the Nominations Committee for officers and the Executive Committee:

Chair: Luis Alvarez  
1st Vice Chair: Ernest Collazo  
2nd Vice Chair: Miguel A. Garcia, Jr.  
Secretary: Alba J. Rovira-Paoli  
Treasurer: Martin Zuckerman  
Members-at-large: Salvador Tio  
Father Joseph Fitzpatrick

This slate was adopted by the Board with one abstention.

The following committee chairs were appointed by Luis Alvarez:

Litigation Committee  
Salvador Tio

Treasurer  
Martin Zuckerman

Nominations Committee  
Ernest Collazo

Development Committee  
Miguel A. Garcia, Jr.

This slate was adopted by the Board with one abstention.

The following individuals were unanimously elected as Board members after a presentation was made on behalf of each:

David Jones, Esq. / General Director of the Community Service Society

Amy Gladstein, Esq./ Gladstein, Reis & Meginniss

Andres Gomez Vazquez / ABG Realty & Investment Corporation

### 2. Development - Miguel A. Garcia, Jr.

a) Miguel discussed the possibility of the Rockefeller Foundation granting the Fund a stabilization grant which would be a long-term grant. He stated that a major accounting firm would be hired to look at the financial and programmatic structure of the Fund and recommendations would be made to Rockefeller and to the Fund as to how the grant could best be used.

Ruben indicated that Jim Atkinson of the Price Waterhouse firm had been hired by Rockefeller and was already conducting an analysis of the organization.

b) Miguel also reported that the Fund's internal systems for fundraising and record-keeping are now in order; that we are fully computerized and that mechanisms are in place for producing accurate and timely reports.

c) **Banquet** - Miguel reported on the progress of the event. It will take place at the Grand Hyatt Hotel in New York, Thursday, **October 19, 1989**. Tickets will be \$250.00 each. Corporate sponsorship will be \$5,000.00 per table, with a Journal Ad. Ruben indicated that a letter was sent to Governor Cuomo with a cc to Shirley Remenesky and one to Cesar Perales requesting that the governor be our keynote speaker. Luis commented that Governor Cuomo has proclaimed this decade "The decade of the child," and that perhaps this should be the theme.

Bill Beutel, anchorman for ABC Channel 7 TV News, will be Master of Ceremonies. We have identified several possible honorees. They are:

Richard Munroe of Time Inc.; Joan Gantz Cooney of Sesame Street; Cesar Perales, the Commissioner of Social Services; and, Ruben Blades, musician, attorney and civil rights advocate.

150 letters have been mailed to major corporations requesting their participation.

d) **Development & Public Relations Officer**

Miguel reported that Matthew Lansburgh submitted his resignation effective the end of April. An extensive search for a qualified fundraising and public relations person was implemented. Many candidates were interviewed, and two finalists emerged. The two were interviewed by Matthew, Ruben, Luis and Miguel. Elizabeth Dickinson was offered the position.

She was brought into the meeting, was introduced to each member present, and made a presentation.

### **3) Finance - Martin Zuckerman**

Martin reviewed the budget. He stated that although it contains a projected deficit of \$200,000, the cash flow, which is potentially \$350,000, can absorb the deficit. It is realistic a budget.

He indicated that the fall off in legal fees added substantially to the creation of the deficit. Martin also indicated that the budget would probably be revised during the year.

Martin moved for adoption of the budget. It was duly seconded and carried.

Martin complimented Lydia Sanchez, the Fiscal Officer for her in-depth and prompt reporting.

### **III. PRESIDENT'S REPORT**

#### **a) Public Interest Law Center**

Ruben reported on the progress of the capital campaign being conducted to purchase our facility. It was pointed out that the plan is a floor plan, meaning that each tenant on the floor must be prepared to purchase, otherwise no tenant on that floor can purchase.

PILC is approximately \$800,000 short of its goal, which we want to meet by end of 1989. KRESGE Foundation is presently considering a grant to PILC in the amount of \$250,000, however, they want to make sure that the members of the boards of each of the PILC organizations are fully supporting the campaign. PILC recommended that the Fund adopt a goal of \$12,000.00. The Board passed a resolution adopting this goal.

Contributions or pledges have been made by Ernest, Angelo and Ricardo. Mari Carmen, and Alba stated that they had recently mailed contributions.

Bill Callejo stated that he had not received a letter requesting a contribution. It was suggested that each board member be provided with a memo outlining all of the facts regarding PILC.

Luis will contact those Board members not present to make an appeal for a contribution.

### **4) LITIGATION**

The Hartford case was discussed. Ruben stated that the community and the school superintendent are now supportive of this desegregation lawsuit. It has been filed by the NAACP/PLDF without PRLDEF's involvement because of a foul-up in communi-

cations on the part of NAACPLDF and one of the community leaders. Ernest stated that perhaps we ought to examine whether the FUND should be involved in these types of cases where the remedy may require extensive busing. He pointed out that he was not speaking for or against such involvement.

There was discussion about the lack of activity on the part of the Litigation Committee. Luis stated that he hoped that under the new chairman of the Litigation Committee, Salvador Tio, it would be re-vitalized. It was suggested that the members of the Litigation Committee, and Alba be provided with a history of the Hartford lawsuit, and a copy of the complaint.

The Housing Justice Campaign case was briefly discussed. Also, Ruben stated that in Newark, New Jersey, the Housing Authority was sued for failing to replace demolished units. An injunction has been granted which provides for maintenance and upkeep of the buildings during the pendency of the litigation.

Bill suggested that the docket updates provided to the Board members should contain a short case background.

### **III. PROGRAMMATIC AGENDA**

Ruben indicated that legal staff meetings are conducted at the FUND every Friday in the morning and extended an open invitation to all Board members. He also referred the members to the written report provided. Martin stated that with respect to the right-to-drug-treatment case contemplated, we should consider using staff members of Beth Israel Medical Center as experts. They have a long history of involvement in drug treatment. Martin is a member of their Board of Directors.

Bill suggested that the Fund become involved in issues regarding the census. A discussion was had and it was suggested that perhaps MALDEF and the NAACPLDF should be contacted and a collaborative effort be suggested to them.

d) Ruben reported on the Fund's position on land use in the Charter revision. Ernest suggested that Ruben become involved in Latinos For A Better New York.

### **IV. NEW BUSINESS**

No new business was discussed.

### **V. ADJOURNMENT**

The meeting was adjourned at approximately 6:15 P.M. Members were invited to the annual Salsa/Disco to take place this evening at Club Broadway.

ANNUAL BOARD MEETING  
January 11, 1989

**I. MINUTES**

The meeting commenced at 4:30 P.M. with the following members:

**PRESENT:**

Luis Alvarez	Ana Carbonell
Ernest Collazo	Miguel Garcia
Martin Zuckerman	Alba Rovira-Paoli
Salvador Tio	William Callejo
Father Joseph Fitzpatrick	

**ABSENTEES:**

Sonia Sotomayor  
Rene Ramirez  
Angelo Giordani  
Marie Carmen Aponte

**STAFF PRESENT:**

Ruben Franco/President and General Counsel  
Lucy C. Rivera/Administrative Assistant  
Lydia Sanchez/Fiscal Officer

**APPROVAL OF MINUTES:**

A motion was made, duly seconded and approved unanimously to adopt the minutes of August 3, 1988. Minutes of the Executive Committee meeting of November 3, 1988 were distributed for information purposes.

**II. COMMITTEE REPORTS**

**1. NOMINATIONS:**

Luis Alvarez nominated Victor Marrero to become a member of the board again;

Father Fitzpatrick seconded the motion, which carried.

Luis Alvarez will send a resume of Victor Marrero to William Callejo so that he may familiarize himself with Victor's background. There was a discussion about the possible candidacy of Elizabeth Colon, the Executive

Director of APRED, for Board membership. During the next meeting, Luis Alvarez and Ruben Franco will address her candidacy.

There was a discussion about representation on the Board from the different geographic areas and about possibly getting a representative from a major union.

## **2. DEVELOPMENT:**

### **a) Matthew Lansburgh/New Development Officer**

Miguel Garcia presented development report on behalf of Matthew Lansburgh who would have attended, but could not because he was away on a fundraising training program in California.

### **b) DINNER DANCE**

Miguel reviewed with Board the last Annual Dinner function. He indicated that we need ample time to prepare so that we exceed last function's earnings. He also stated that with our current expertise we will be able to cut expenditure for outside services, i.e. consultant's fees, or at least bring them down to a minimum because we will do more of the promoting ourselves. Last dinner event was done in eight and one-half weeks, and we earned approximately, \$30,000.00. Ana Carbonell suggested, that we inform prospective guests to "save that date".

Roger Rivera was hired as the consultant to coordinate the event. We are targeting the week of October 16, 1989. His fee will be \$17,000.00 with the possibility of \$3,000.00 more, if we do well. The Fund will provide out-of-pocket expenses for travel to and from Washington D.C.

Possible theme - Salute To Hispanic judges in the Northeast.

### **c) Meetings with Foundations**

It was agreed that the corporate and foundation donations are low and that this will become the major target area:

- We should hold development conference call meetings on a frequent basis.
- We need to focus on how the Fund can diversify the homeless/poverty issue, not only for our community, but for all communities in general.
- Arrange Appointment meetings with:

- Ford Foundation
- Carnagie Foundation
- Rockefeller Foundation

### 3. FINANCE:

#### a) Audit

Auditor Ron Benjamin presented to the Board the audited statement for the Board's deliberation and adoption. The Management Letter prepared by the auditors was discussed. With respect to the point regarding conflict for our last banquet, it was stated that at the time of entering into the consultant contract in question, the Board had full disclosure as to all of the particulars prior to acceptance.

The audited statement was unanimously accepted.

#### b) Budget

Martin Zuckerman presented an overview of the proposed budget and recommended that it be adopted. The budget was adopted. The budget was adopted without opposition.

A resolution was passed requiring the signature of the Board Chair or the Treasurer, in addition to that of the President and General Counsel, for all checks over the amount of \$7,000.00. This does not include payroll checks.

### III. PRESIDENT'S REPORT

#### 1. PILC

- A progress report was given
- Ruben discussed Lynn Walker's letter asking that we consider establishing a reserve fund. A resolution was adopted endorsing the concept of a reserve fund.
- Details to be worked out by Ruben and Lynn.

### IV. LITIGATION

- Ruben reviewed the docket of cases.
- Ernest Collazo suggested that the Hartford desegregation case be discussed and reviewed by the Litigation Committee.

V. STAFF

- The Board was informed of the new employees.

VI. COLLECTIVE BARGAINING NEGOTIATIONS:

- An agreement has been reached with the union.

ADJOURNMENT

VII. Everyone retreated to a reception at Equitable.